Strategic Plan 2016-2018

*Adopted by the
Board of Trustees
September 2016*

Strategic Planning Committee
Richard Lee, President

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Contents

Message from the President

Executive Summary

The Mahwah Public Library last undertook development of a strategic plan in 2011. That plan guided the Library's development and growth through 2012 through 2015. Notable accomplishments over the past four years include completion of the lower level renovation, construction of a unique teen space, "The Inbetween," maintaining a high level of use – and a growing audience for programs – during a time of stagnant economic growth.

In the fall of 2015, the Library Board of Trustees formed an ad hoc committee to develop a new long-range plan to guide growth over the coming three to four years. This dynamic planning process was designed to be both community-focused and forward-looking. Shifting demographics, usage statistics, prevailing industry trends, emerging technology, SWAT analysis, surveys, best practices, and benchmark data were all taken into consideration throughout the process. The Committee worked together to evaluate this wealth of information and develop strategic initiatives that were closely aligned with the mission, vision and guiding principles developed as part of the previous strategic plan. The selected goals embody a plan that is both responsive to the community's current expectations and actively plans for future growth.

Richard Lee
President

Developing a New Strategic Plan

Committee Members

The Committee consisted of nine members including three Library Trustees, three community representatives, and three Library staff.

- Mr. Richard Lee, Committee Chair. Mr. Lee is a Mahwah resident and President of the Mahwah Public Library Board of Trustees. Mr. Lee brings seventeen years of experience with Bloomberg enterprise solutions to the Committee.

- Mr. Curtis Koster. Mr. Koster is a Mahwah resident and Vice-President of the Mahwah Public Library Board of Trustees. He is retired from management positions within International Paper and has served on the Library's Board of Trustees for many years, including as President during renovations of the lower level.

- Mr. Richard Wolf. Mr. Wolf is a Mahwah resident and Treasurer of the Mahwah Public Library Board of Trustees. He is the CFO of a clothing company and brings a wealth of financial expertise.

- Mr. Christopher Grasso. Mr. Grasso is a Mahwah resident with three children in Mahwah schools. His familiarity with the area schools and parents were insightful when discussing how the Library might enhance its services to youth, especially with regards to computer and technology related programs.

- Ms. Grace Riario. Ms. Riario is a Mahwah resident and assistant director of the Ramapo Catskill Library System. Her familiarity with a broad spectrum of libraries and concerns about library staff development were insightful when discussing building core competencies.

- Mr. Glenn Pinto. Mr. Pinto is a Mahwah resident with children attending Mahwah schools and owner of a local painting business.

- Mr. Kurt Hadeler. Mr. Hadeler has been director of the Mahwah public library since 2010 and is responsible for the overall operations of the Library. As such, he is responsible for ensuring that objectives in the strategic plan are executed.

- Ms. Allison Moonitz. Assistant Director, Mahwah Public Library. Ms. Moonitz has been with the library for four years and supervises many of the day-to-day operations.

- Mr. Andrew Gallina. Sr. Library Assistant, Mahwah Public Library. Mr. Gallina has a solid understanding of what the community expects from the Library, gained by working on the checkout desk for many years. He knows many of the Library's regular patrons by name and acted as staff liaison while the strategic plan was developed.

Guiding Principles

The Library developed new statements of Mission, Vision and Core Values as part of planning its 2012-2015 Strategic Plan. They remain our guiding principles for this Strategic Plan.

Mission

The mission of the Mahwah Public Library is to be an essential resource, connecting everyone in the community with ideas, information, technology and each other to further life-long learning opportunities and the cultural and business interests of its residents.

Vision

The Mahwah Public Library Board of Trustees and staff will work together to:

- Provide current materials of high interest to the community in a variety of formats – e.g., books, magazines, electronic data, videos and recordings – for people of all ages.

- Employ relevant technologies to improve operational efficiency and enhance access to information.

- Partner with other organizations to improve access to local historical and civic information (museum info, town records, key religious and other community organizations).

- Provide timely, accurate information and reference services, employing a highly qualified staff to form a link between library materials and users in a congenial and professional manner.

- Be a central meeting and gathering place for people and businesses of Mahwah.

- Promote and encourage a lifelong love of reading and learning, particularly in our young people.

Core Values

- Service Excellence: We are customer focused and deliver positive experiences. Our employees are knowledgeable and seek to understand our users' needs and points of view. We provide convenient and timely service, demonstrate friendliness and reliability, and are proactive in offering options and solutions to the public and each other. We are committed to accessibility.

- Welcoming Environment: We maintain an attractive, clean, environmentally sustainable and comfortable facility, recognizing its unique value to the community.

- Innovation: We pursue innovation as a means to keep our services and technology contemporary and vibrant. We implement appropriate advancements in technology for operational efficiency and enhanced customer service.

- Life-long Learning: We play a unique role in our community so that learning can thrive. We offer comprehensive services and programs that encourage intellectual and professional development of individuals throughout their lives. The Library supports reading and life-long learning within its walls and by taking services out into the community. We provide services for learners of all ages and especially for children.

- Freedom to Know: We provide free and equal access to library resources and facilities. We support the open exchange of information and ideas that represent multiple points of view. We value the benefits of diversity. Our employees handle requests for information in a manner that protects and respects every user's right to know and right to read.

- Integrity & Trust: We serve the residents of Mahwah with financial integrity. We act with honesty and fairness as we conduct our business with patrons and each other. We assume personal responsibility for accomplishing the goals of the organization.

- Staff Appreciation: We recognize that the Library's employees are our most valuable resource. Therefore, we treat each other with respect and value team work. We encourage staff to pursue their professional goals. We attract, celebrate and retain outstanding staff members.

- Communication: We engage in the open and honest exchange of information as a critical process for creating synergy of ideas within our library and with our community.

The Library Today

At a Glance

Population (2010 Census)	25,890
Building	30,000 sq. ft.
Cardholders	
Adults	11880
Children	3422
Non-Resident	462
Total	*15764*
Collections	
Adult Books	54552
Teen Books	7583
Children's Books	47251
Media	30228
Periodicals	4680
Total	*144294*

Circulation

Adult Books	93212
Teen Books	12888
Children's Books	107515
Media	111150
Online Services	19086
Other Materials	1168
Total	*353304*

Service Hours

Fall/Winter/Spring	62 hr/wk
Summer	54 hrs/wk
Total	*3144 hr/yr*

Programs

Adult	565
Teen	700
Children's	625
Total	*1890*

Program Attendance

Adult	12680
Teen	14150
Children's	19582
Total	*46412*

Community Room Use

Community Programs	18
Community Attendance	443

Staff

Full Time	14
Part Time	30
Total	*44*
Staff with MLS	*10*

Public Computers

Adult	11
Teen	8
Children's	5
Total	*24*

Recent Changes

Much has changed in the Mahwah Public Library since the last Strategic Plan was drafted four years ago: Notably, new meeting rooms on the lower level, completed in 2011, allowed the Library to take on more programming for adults, teens and children. The lower level was enhanced again in 2014-15 when an underutilized Friends' room and storage room were demolished to make way for "The Inbetween," a dynamic new space for teens. The Inbetween features seating for nearly 60 teens at tables, booths and lounge seating, as well as eight new PCs and an 80″ monitor with X-Box, PlayStation, DVD player and more. Teen collections were relocated to the bottom of the main stair case, creating a buffer between the high-activity Inbetween and the main floor. As a result, the Library is better able to isolate the noise and commotion associated with after-school teen use. In order to accommodate the high level of use, a part-time position was created to assist the teen librarian during peak times after-school. Response to the new space and the additional staffing has been very positive.

Renovations to the lower level also cleared the way for new developments on the main floor. In particular, the 2012-15 Strategic Plan called for a number of building improvements, including re-carpeting and painting the main floor, energy efficiency projects, and building new quiet study rooms. Many of these projects were completed successfully. Construction of new quiet study rooms was not undertaken in 2015 as originally planned due to cost considerations, but this project was carried over to the new Strategic Plan. (*A summary of the 2012-15 goals is included as an appendix.*)
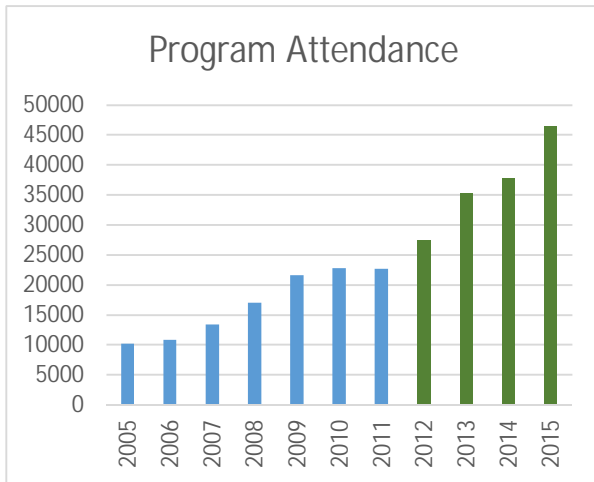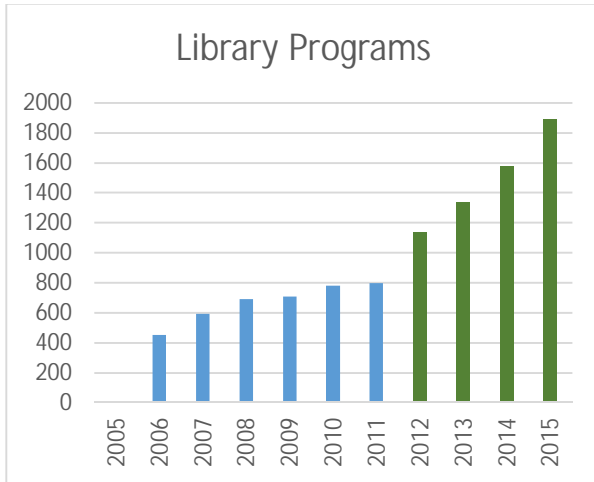
Activity

While changes to the building have facilitated increased use of the Library by diverse constituents, the previous Strategic Plan established benchmarks for expenditures for collection development and programs that supported ongoing use of critical collections and services.

Programs & Events

Library Programs

Program Attendance

Program expenditures were set at 3.5% of operating expenditures. Committing funds for exceptional programs has had a demonstrable impact: From 2012 through 2015, Library increased the number of programs an average of 13.5% per year. In 2015, the Library offered 1890 programs, a 66% increase over 2012. Program attendance kept pace, increased an average of 14.1% per year over the same four years, and nearly 70% more people attended a Library program in 2015 than in 2012.

Clearly, the resources put into creating new meeting spaces and offering additional programs was well-placed. The Library is quickly becoming a community-wide destination for informative, edifying, and entertaining cultural events befitting its mission.

Circulation
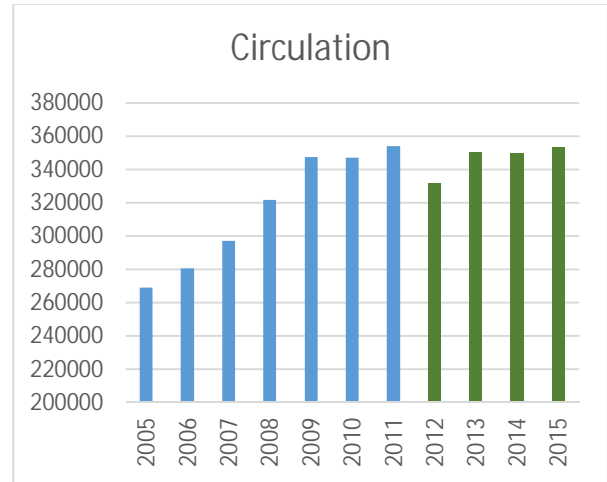
Circulation

From 2012 through 2015, expenditures for collection development was maintained at 12.5% of operating expenditures. A healthy materials budget helped stabilize circulation in a time when use of many area libraries is declining. While circulation increased an average of 1.6% per year from 2012 through 2015, this may be due more to a slump in 2012 rather than a trend of growth. Indeed, circulation in 2015 was nearly identical to 2011. Setting aside the slight decrease in 2012, overall circulation has been largely flat since 2009. For comparison, the Bergen County Cooperative Library Systems overall circulation declined by an average of 1.5% per year from 2012 through 2015, and dropped 9.7% from 2009.

Computer Use
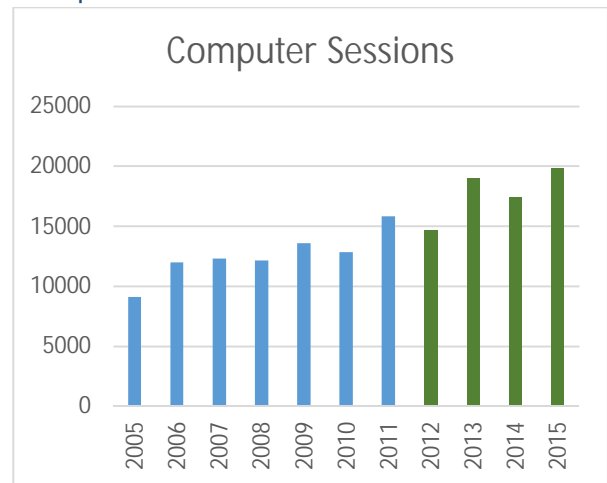
Computer Sessions

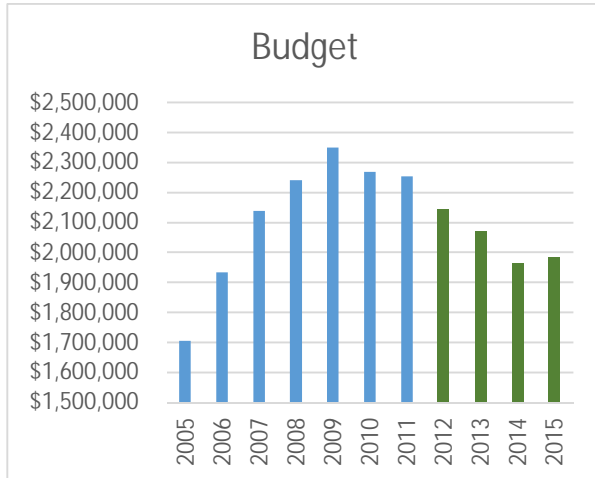Use of Library computers has increased steadily, if not dramatically, by an average of 7.8% per year. There were nearly 20,000 sessions on the Library's 24 public computers in 2015, up from under 15,000 in 2012.

Budget

Of course, no discussion of the Library's current health would be complete without discussing its budget. While developing the 2012-15 Strategic Plan, the Library anticipated that revenue from municipal appropriations would be flat in 2012, and increase slightly in 2013-2015. However, from 2012 through 2015, the Library's funding decreased an average of 1.9% per year. In 2015, Library funding was $161,000 less than in 2012, and $365,583 less than peak funding in 2009.
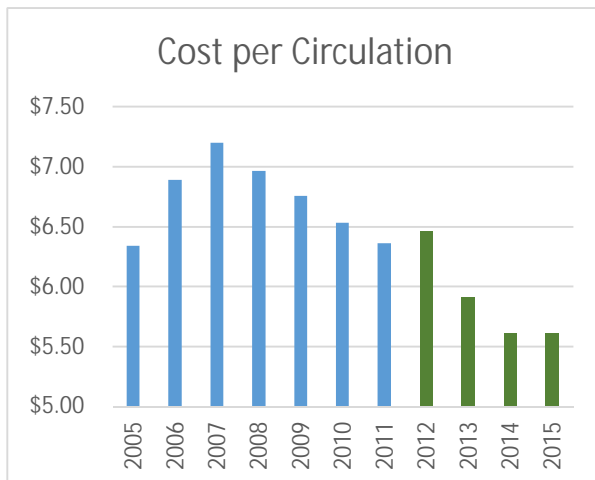
Since overall circulation remained largely stable as the income decreased, the cost per circulation decreased to $5.61/transaction in 2014 and 2015.

While the Library has effectively adapted to these lean conditions through careful financial planning and cost savings wherever possible, future growth is intrinsically linked to a healthy budget.

Community Survey

While developing this Plan, the Committee sought to gain insight into how the community uses the Library, staff responsiveness, and if the Library's marketing efforts are successful. To this end, the Committee developed a 14 question survey that was administered through the online survey system Survey Monkey. Requests to participate in the survey were distributed via email, social media, the Library's website, in-person at the Library and at Mahwah Day. In addition, the survey was announced in Patch. 1086 responses were received, a nearly four-fold increase over the number of responses to the last strategic planning survey conducted in 2011.

The responses were segmented into broad patron categories in order to better understand the data and community needs. In addition to reviewing all responses, the Committee evaluated responses from Mahwah residents, regardless of frequency of use or age; responses from Mahwah residents broken down by frequency of use (frequent, moderate or infrequent); responses from Mahwah residents broken down by age (under 18, 18-35, 36-55 and over 55). 10% of responses were from non-residents and were included only in the all responses grouping and were not analyzed separately.

Responses for each question were then analyzed by patron category to better understand both the "top level" responses, as well as any variation among frequent/infrequent users or users of various ages.

Several patterns immerged:

- The majority of respondents (43%) use the Library a few times a month, regardless of age.

- Among non-users, a lack of familiarity with Library services was most-cited as a reason for the lack of use. A preference to purchase items rather than borrow from the Library was also cited.

- There was little consensus on what would draw moderate/infrequent users into the Library more often. Author visits scored high across all ages. More new materials and longer weekend hours also scored high.

- When visiting the Library, respondents were most focused on borrowing Library materials and attending programs. Quiet Reading and use of computers and Wi-Fi also scored highly.

- When visiting the Library, residents were most likely to ask staff questions about their account (checkouts, holds, overdue fines, etc.), asking for program information, or assistance registering for a program. Reading recommendations and research assistance were also cited.

- Respondents either agreed or strongly agreed that staff were friendly and welcoming (avg. 3.74 out of four for all respondents, though older respondents scored staff higher than younger respondents). Respondents agreed or strongly agreed that staff were able to answer their question or resolve their concern (avg. 3.71 out of 4, with older respondents being more satisfied on average).

- The majority of respondents knew the Library offers downloadable eBooks (80%) and audiobooks (69%), but less than half were aware that we offer streaming movies/TV shows (37%) or music (35%). Just over half (52%) were aware that we offered downloadable magazines.

- Residents are most often made aware of Library programs and services from the website or email distribution list. Printed fliers, friends and articles in local press were also cited as avenues for receiving information. Only 12% of responding residents received Library information from social media.

- The majority of residents (56%) indicated an interest in receiving Library materials via home delivery. This option appealed more to respondents under 55.

- There was little consensus regarding use of a technology center. There was slightly more interest in photo/video editing software, 3D printers, scanners, tablets and eBook readers to try than for large-format printers, music editing software and screen readers.

Goals & Objectives 2016-2019

Based on the feedback received from the community survey and lessons learned from the 2012-2015 Strategic Plan in mind, the Strategic Planning Committee proposed the following goals and objectives for 2016-2019. In some cases, goals listed here are carried over from the previous Strategic Plan, or have been clarified and refined.

1. Funding

a. Manage budget appropriately. Operating expenses will be managed within traditional "1/3 mill" appropriation. The Library will fund approved capital projects that will result in long term enhancements to Library services by transferring funds from the operating accounts to the capital accounts.

b. Identify and support alternative funding streams. The Library will be aware of any proposed changes to existing law and advocate in support of changes toward increased, sustainable funding. The Board of Trustees, individually and collectively, will be strong advocates in support of legislation on a local and state level that would increase library funding.

c. Improved capital reserves. The Library will improve funding for capital projects, including major repairs and long-term renovation projects that occur beyond the scope of this strategic plan. By 2019, the

Library will maintain a contingency reserve of $100,000 for building repairs.

2. Customer Service

a. Delivery by mail. The Library will research, plan, and implement a service to deliver items to Mahwah residents by mail. This service will make all physical items available to all Mahwah residents with a valid library card.

b. Increase registration. The Library will market to newcomers, parents with children, schools, senior and long-term care facilities and other organizations to increase registration. It will proactively contact cardholders before their accounts expire to renew them.

c. Empowered staff. The Library will provide the knowledge, skills and resources necessary to empower staff to provide exceptional customer service.

3. Personnel

a. Building Core Competencies. The Library will establish core competencies, or basic knowledge and skills needed by all staff to perform their evolving job functions. Employees will receive training to ensure that core competencies are met and they feel well-prepared to support each other, provide a great work experience for colleagues, and exemplary customer service to the community.

b. Hire a part-time library marketing assistant to help with PR/marketing/publicity. Today's libraries must be able to effectively market and promote their collections and services to the community. Library staff have taken on marketing and publicity tasks, but this work should be coordinated and executed by a skilled marketing expert.

c. Hire a part-time library technology assistant to help with technology. As the Library moves more towards locally managed computers and networks, it must have staff expertise on managing and

growing these systems to meet evolving needs. The technology assistant will also support residents with help using eBooks and other library-centric technologies.

4. Public Awareness

a. Market library to new residents

b. Market library to parents with children going into school

5. Collection Management

a. Data-driven collection management. Library staff will use empirical data to manage physical collections with the goal of making the most of Library resources, notably funding and shelf space, and increasing overall circulation.

b. Highlight new materials with bookstore style presentation. New books and other materials will be relocated to a more prominent location within the main concourse and displayed in a way that attracts attention, promotes browsing and increases circulation.

c. Non-Dewey classification for non-fiction. The library will research, plan and implement a customer-friendly, non-Dewey shelving scheme for non-fiction materials in order to promote browsing and increase circulation.

d. Online services. The Library will work with BCCLS and independently to develop and maintain outstanding online collections. When practical, it will offer Mahwah residents expanded access to eBooks, eAudiobooks and streaming media above the baseline provided by BCCLS. It will proactively research and implement new and non-traditional online services that further its mission.

e. Radio Frequency Identification. The Library will research, plan and implement a radio frequency identification ("RFID") tag system for all physical collections to improve material handling. RFID will be used at checkout and checkin to speed

transactions, reduce manual labor and costs associated with detuning tags.

6. Technology

a. Relocate adult PCs, promote as a technology center. After construction of the new quiet study rooms, the adult computers will be relocated to the area between the new rooms and the existing reference desk. Other technology, including printers/copiers, 3D printers, scanners, fax machines, will be relocated and this area will be promoted as a technology center.

b. Update website. The existing website was designed in 2011 and is not responsive to mobile devices which currently account for 35% of all non-Library use of the site. The redeveloped site will use Drupal 8, WordPress 4.x, or a comparable, modern, content management system. The website itself will be redesigned to be fully mobile responsive.

c. Migrate PCs off BCCLS network. In 2015, all public PCs were moved off BCCLS network for improved management and flexibility. The Library will continue to move staff computers to a Library-managed network as much as is practicable (some PCs that use the Polaris ILS traditional client may need to remain on BCCLS network until traditional client functionality is available in a web-based client.)

d. Install server, either on-site or hosted, for staff access to critical resources. As part of the ongoing migration to a locally-managed network, the Library will install a server locally or in the cloud and will move distributed applications (QuickBooks, TimeForce, PCRes/LPTOne, etc.) to server for improved access regardless of physical location.

e. Upgrade core networking equipment (router/firewall, switches, access points) as necessary to deliver exceptional service.

7. Building & Ground

a. Maintain comfortable, welcoming environment for all residents.

b. Complete quiet study rooms on first floor. The Library will work with architects, engineers and contractors to revise plans and construct five quiet study/small group meeting rooms that meet both the community's needs and Library's budget goals.

c. Shift collections to create space for periodicals. Construction of new quiet study rooms will necessitate relocation of the periodicals collection. Periodicals will be moved to the end of the adult collection and a periodical reading area created using comfortable seating and improved lighting.

d. Update seating in window. Older study carrels and mismatched wood tables in the five window seats facing Ridge Road will be retrofit with new two-person work surfaces featuring built-in power outlets.

e. Create a dynamic, inviting, "theme" for the children's room. The Library will work with the community, staff and interior designers to select a theme for the children's room that will include design and graphic elements that will attract more children and parents into the space, encouraging them to stay longer, borrow materials and attend programs.

f. Update CCTV system. The existing CCTV system will be significantly upgraded with expanded coverage throughout the building and parking lots. A new high-capacity digital video server will be installed. Outdated B&W cameras will be replaced and additional high resolution cameras will be installed in the children's room, teen room, quiet study rooms and overlooking key points along the exterior.

g. Resurface parking lot. The parking lot has numerous patches and pot holes. It will be resurfaced and repainted with new lines.

h. Set aside funds each year for HVAC and other large-scale building maintenance and repair projects. The Library will maintain adequate capital reserves to pay for emergency repairs and routine replacement of major equipment, notably HVAC equipment as many

rooftop HVAC units are nearing the end of their service life.

8. Long-Term Projects

a. Expand physical building, possibly with a quiet reading room or larger venue for programs, within 5-7 years

b. Expand parking lot by 20-40 spaces, possibly at the rear or along the sides of the property, within 5-7 years.

Appendix: Review of Goals & Objectives from the 2012-2015 Strategic Plan

1. **Ensure sustainable funding**

   a. Operating expenses will be managed within traditional "1/3 mill" appropriation. *Objective met. The Library effective managed its budget and continued to offer superior collections, programs and customer service despite a continued decline in the equalized value and resulting municipal appropriation.*

   b. The Board of Trustees, individually and collectively, will be strong advocates in support of the Library.

   c. Re-establish the Friends of the Library to augment municipal funding. *Objective not met. After thorough deliberation, the Library determined not to re-establish a friends group, feeling that any financial support from such a group would be minimal compared to the amount of work required by Library staff. Instead, the Library will consider growing an advocacy group in the future to support larger scale projects.*

   d. Seek grant funding for special projects. *Objective not met. While the Library did apply for several grants over the past years, no additional funding was received.*

2. **Improve access to information and current materials**

   a. Utilize statistical methods to understand and improve how the collection is being used. *Objective met. The Library was an early adopter when BCCLS rolled out CollectionHQ, an "evidence based stock management system" that analyzes data from the Polaris ILS to guide informed decisions about acquisitions, weeding and overall collection management.*

   b. Enhance access to materials in non-traditional formats. *Objective met. The Library continues to be at the forefront of adopting new ways of delivering content to patrons. In 2012, Mahwah was one of BCCLS early adopters of Zinio, a popular platform for delivering magazines in digital format. In 2013, Mahwah was the first public library in New Jersey to offer Hoopla, a service for streaming digital music and movies. In 2015, the Library began offering Tutor.com for live, one-on-one homework help.*

   c. Enhance staff's ability to assist patrons with non-traditional formats. *Objective partially met. While the staff have been trained in using the most common online resources and have access to various devices (Kindles, iPads, etc.) to learn on, many staff are reluctant to fully embrace new formats, notably when assisting customers.*

3. **Strengthen the role that the Library plays as a central meeting place in the community.**

   a. Be known as a destination for high-quality cultural, information and educational events. *Objective met. The Library's programs continue to grow in popularity each year. In 2015, the Library hosted 1,891 programs with attendance of 46,380 – a 69% increase in program attendance compared to 2012.*

   b. Be known as a destination for community-focused meetings. *Objective partially met. While the Library has advertised and promoted use of meeting rooms for community-sponsored programs and room rentals, it has not achieved much success in this area.*

4. **Create a safe, welcoming environment that serves the needs of diverse user groups**

   a. Maintain a high level of customer satisfaction with the existing building and grounds. *Objective met. The Library strives to present a well-maintained, welcoming facility. In 2012, carpet*

throughout the main floor, including public meeting rooms and staff offices, was replaced. In 2013, the driveway was widened, allowing easier access to the Library parking lot. Starting in 2013, the Library began systematically repainting all public and staff spaces. Various HVAC projects were undertaken to ensure the temperature is comfortable year-round.

b. Employ a planning expert to review the existing facilities and determine how multiple, competing needs can be accommodated in the Library. *Objective met. Library staff and trustees worked with architects to discuss existing issues, including need for high- and low-noise spaces. Reviewed options for building teen center and quiet meeting rooms. The Library ultimately concluded that renovating the lower level to hold teen services and building quiet study rooms on the main floor was the most cost and space efficient way to address these issues.*

c. Offer a "high-noise/activity" space for teens to use the Library after-school without disrupting Library operations. *Objective met. Starting in 2014, the Library renovated selected areas of the lower level to build a teen room. Teen collections were moved to the bottom of the main staircase to act as a buffer, and a new teen center was built in underutilized space for a Friends' room. With seating for up to 60, the new "Inbetween" boasts collaborative diner-style booths, cutting-edge computers, gaming systems and more.*

5. Expand awareness of the Library

a. Engage a marketing expert to develop an effective, broad-spectrum communications and marketing strategy. *Objective not met. The Library did not undertake a comprehensive communications and marketing plan.*

b. Hire or outsource staff to manage ongoing marketing. *Objective not met. While the Library advertised and interview for public*

relations/marketing position in 2015, it determined to review the current and evolving needs in order to identify and hire the right individual.

c. Establish the website as the first place residents will look for information about the Library, its collections, services and programs. *Objective met. In 2015, there were 74,343 sessions and 156,132 page views on the Library's website by users outside the Library. Most often viewed pages include the calendar of events, online catalog, and online resources.*

d. Enhance public perception of the Library. *Objective met. Library staff and trustees closely monitor perception of the Library in the community and on social media websites. Trustees report that residents generally have positive experiences in the Library. The Library now has nearly 1100 "Likes" on Facebook and is well rated on both Facebook and Yelp.*

6. Promote Lifelong Reading and Learning

a. Be a recognized leader in early literacy. *Goal partially met. The Library's early literacy program met with great success and patrons frequently had to wait to be enrolled, causing frustration. In late 2015, the Children's Department retooled the program. It is now led by a qualified teacher, and runs as a shorter program more often throughout the school year. Demand for the new program as well as parents' response indicate the changes are successful.*

b. Be a place where the public can discuss shared reading experiences.

c. Help new immigrants and non-English speakers become informed citizens. *Goal partially met. In late 2015, the Library began recruiting and training literacy volunteer tutors. It partnered with the Literacy Volunteers of Pascack Valley to ensure that the tutors were well trained*

from the outset. By the end of 2015, the first cohort of volunteer tutors was starting to be paired with students.

7. Support Growth of Digital Content

a. Grow Digital Collections. *Objective partially met. Most of the Library's digital collections are now provided through the Bergen County Cooperative Library Systems (BCCLS). BCCLS provides a baseline for all member libraries, but there is little opportunity to offer digital collections above this baseline. The Library has encouraged BCCLS to grow these collections, and has repeatedly approached vendors about adding more content.*

b. Offer eBook Readers. *Objective met. The Library introduced a Kindle lending program in 2013 and currently has five Kindles loaded with 200 books available for patrons to borrow. New books, typically best-selling fiction and non-fiction, are added quarterly.*

8. Add/Upgrade Infrastructure, PCs and Mobile Devices

a. Expanding Adult PCs. *Objective met. There are now 11 PCs configured for adult use, including one with a high-speed document scanner, satisfying typical demand. In addition, eight new PCs were added to the teen room, reducing the need for additional adult PCs.*

b. Replacing Children's PCs. *Objective met. Two new AWE early learning computers were installed in the children's room in 2011, and two more in 2013, replacing older PCs with limited functionality.*

c. Routine Hardware Replacement and Upgrades. *Objective met. Most adult computers replaced in 2014 and new teen computers were installed in 2014/15.*

d. Maintain Software Currency. *Objective met. The Library continues to keep current with the latest software. In 2012, BCCLS migrated to the Polaris ILS and all staff received training. In 2015, Mahwah*

volunteered to serve as a beta tester for Leap, the next generation ILS client. The latest version of Microsoft Office is installed on the public PCs.

e. Windows Domain. *Objective not met. The Library has not yet migrated staff computers off BCCLS network, and has not setup a Windows server.*

f. Integrate Multifunction Copiers. *Objective met. Networked staff PCs were configured to print to the networked MFPs. Starting in 2012, printing from adult PCs is through a networked photocopier and LPT:One software from Envisionware.*

9. Enhance Communications

a. Mobile Website Interface. *Objective not met. The Library's website has not been significantly updated since it was developed in late 2011/early 2012 and does not include a mobile interface.*

b. Email Newsletter. *Objective met. The Library began using Constant Contact to send monthly email newsletters in 2012. Under 700 patrons received monthly emails when we began. By December 2015, emails were being sent to over 2200 patrons each month. In addition to emailed newsletters, the Library has found that Facebook and other social media sites are good channels to build awareness about programs and services.*

10. Expand Self-Service

a. Print Cost Control System. *Objective met. In 2012, LPT:One print cost control software was installed on the adult PCs. Patrons were required to pay for printouts via a coinbox attached to a copier. In 2015, mobile printing through PrinterOn was added, and teen computers were charged for printing.*

b. RFID Security System. *Objective not met. No action was taken on this and the objective was carried over to the forthcoming strategic plan.*

11. Integrated Audiovisual System

a. Upgrade Winter Room Audiovisual System. *Objective met. In 2013, a robust, integrated audiovisual system featuring a motorized* *screen, projector, speakers, amplifier and control system were installed in the Winter Room*

Appendix: Current Technology & Anticipated Needs

Technology Infrastructure

The Mahwah Public Library is a member of the Bergen County Cooperative Library System ('BCCLS'). BCCLS provides all member libraries with a shared integrated library system (ILS) and web-based catalog (OPAC); and infrastructure (network connectivity, switching, internet access, etc.), and basic computers. BCCLS provides internet access via a high-speed cable connection with a dedicated modem and static IP address and Cisco router. Within the building, PCs are connected to the network via Category 5/5e/6 fast Ethernet cabling and a Cisco 48-port switch.

In order to further leverage technology, the Library installed a separate network in early 2011. The internal network is built around gigabit Ethernet standards using gigabit switches and Category 6 wiring to the devices. Multiple VLANs (e.g. wireless, public, staff and infrastructure) are deployed on this network for improved versatility and security. Internet access is provided through a separate high-speed cable connection with a dedicated modem and SonicWall firewall/router. This network is fully extensible and can expand as new technologies become available and relevant to the Library.

Internet access is provided wirelessly to patrons and staff via the locally managed network. Three wireless VLANS segment traffic for staff, library owned devices, and the public. Six business-class D-Link access points are installed in various locations to ensure adequate coverage throughout the building.

Existing Technology

Public Workstations

- Eleven (11) multipurpose adult PCs connected to the Library's wired network.

- Eight (8) multipurpose teen PCs connected to the Library's wireless network.

- Four (4) AWE "Early Literacy" computers, not networked: The Early Literacy Stations are fully pre-configured PCs designed specifically for patrons ages 2-8, features over 4,000 localized learning activities in all seven curricular areas: math, science & nature, social studies & geography, reading, art & music, writing & computer skills, and reference.

- One (1) multipurpose children's computer, connected to the Library's wireless network. Features filtered Internet browsing.

- Four (4) dedicated public catalog terminals connected to the Library's wireless network.

Staff Workstations

- Nineteen (19) multipurpose staff workstations. Seventeen are connected to BCCLS network and two are connected to the Library's wired network.

- Two (2) wireless staff laptops.

Audiovisual Systems

The Library maintains an audio-visual network that allows distribution of content from a PC or DVD/BluRay player located in a network closet to display screens located on both floors. Main floor: one multimedia display is setup adjacent to the checkout desk. Lower level: Seven multimedia displays throughout the meeting rooms and public spaces.

Winter Room: As the Library's largest programs and meeting space, the Winter Room audio-visual system was upgraded with a new screen, projector, microphone, speakers, amps and integrated control system in the fall of 2013.

Future Needs

The computers and core networking components meet the Library's current needs. However, it will need to be diligent and replace aging equipment on a regular basis. The growing emphasis on wireless access means that adding or upgrading access points will be an ongoing priority. In addition, it should explore low-cost options that would allow patrons to borrow netbooks or similar

devices for use in the Library as an alternative to traditional desktop PCs.

Maintenance & Support Contracts

BCCLS installs and maintains the ILS and allied equipment and software in their headquarters in Hackensack. BCCLS also installs and maintains local equipment purchased through the consortium, including hardware, peripherals and supporting software which exists as part of the system. All maintenance performed on BCCLS terminals and printers is provided by the consortium, by trained, certified personnel. Maintenance is billed annually on all equipment after applicable warranties expire and charged to a dedicated line in the Library's operating budget. This arrangement provides installation, maintenance and troubleshooting for baseline technology throughout BCCLS and any additional support is provided by the individual libraries.

Maintenance on all other computer equipment and peripherals is contracted, and is paid on an "as needed" basis, parts and labor. Additional money has been set aside in the operating budget to ensure that maintenance and upgrades are adequately funded.